MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015/2016

BHR3854- LEADERSHIP

(Distance Education)

31 MAY 2016
2.30 pm – 4.30 pm
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FIVE (5)** pages with 2 sections (excluding this cover page).
2. Section A: Thirty (30) multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: Three (3) structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** in the multiple-choice answer sheet provided and **Section B** in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (40 MARKS)

There are THIRTY (30) questions in this section. Answer ALL questions.

1. Leadership involves all of the following **except** _____.
   A. bringing about change
   B. maintaining status quo
   C. influencing followers
   D. sharing organizational goals

2. Different personality and behavioral styles are suited to different types of_____.
   A. emotional intelligence
   B. leadership roles
   C. initiating structure leaders
   D. servant leadership

3. Contingency approaches are described as _____.
   A. leadership styles that seek to describe situational factors
   B. leadership traits or behaviors that can lead to enhanced employee motivation and performance in all situations
   C. leadership styles that seek to describe contingency factors
   D. both leadership styles that seek to define the characteristics of situations and leadership styles appropriate for one situation which may not work in another

4. Capacity is _____.
   A. attending to production schedules
   B. keeping morale high
   C. the potential each of individual has to do more and be more
   D. the ability and capability of individuals in the organization

5. The ethical pressures that challenge leaders include _____.
   A. standing up for what is right despite pressure to increase profit
   B. collaborating with competitors in order to secure bigger market share
   C. withholding help and support
   D. hiring employees with the right soft skills

6. A follower can help building a relationship with the leader by _____.
   A. welcoming feedback and criticism
   B. giving up idealized leader images
   C. determining the leader's needs
   D. being a resource for the leader

Continued...

7. In Stages of Personal Diversity Awareness, the ability to emphasize with those of other cultures and being able to shift from one cultural perspective to another is known as _____.
   A. minimizing differences
   B. acceptance
   C. integration
   D. adaptation

8. If Jevan, a sales promoter, does not perform as well as expected, his manager can give a low score in his performance evaluation exercise. This is an example of _____.
   A. referent power
   B. expert power
   C. coercive power
   D. legitimate power

9. Employees resist change because _____.
   A. it violates creative intuition
   B. it violates the reciprocal relationship between employees and the organization
   C. they believe that change will add something of value to their job
   D. they have full information about future events

10. Attempts to achieve teamwork, empowerment, and diversity can succeed only if _____.
   A. leaders follow the principles and practices of the industrial era
   B. managers want to treat people the way they treat machines or the bottom line
   C. leaders value change over stability, control, competition, and uniformity
   D. leaders hire people who think and work alike

11 Leadership Grid, the term Impoverished Management refers to _____.
   A. the exertion of minimum effort to get required work done
   B. efficiency in operations from arranging work conditions
   C. thoughtful attention to the needs of people for satisfying relationships
   D. work accomplishment from committed people and interdependence

12. In contingency approaches, all situational variables below are important to leadership style **except** _____.
   A. follower readiness
   B. organizational structure
   C. leadership readiness
   D. follower maturity

13. _____ are theories people hold about specific systems in the world and their expected behavior.
   A. Situational approaches
   B. Assumptions
   C. Attribution theories
   D. Mental models

Continued...

14. Effective feedback does all **except** _____.
    A. describes the desired behaviors and outcomes
    B. looks toward the future
    C. describes the mistakes of the past
    D. minimizes fault-finding

15. Muslim employees at a car-assembly plant in Detroit protested because they wanted longer lunch break on Fridays for the Jumuah prayers. This example shows that _____.
    A. leaders at the plant were ethnocentric
    B. the Muslim employees were fighting for their rights to practise their religion
    C. cultural differences provide potential for conflicts
    D. cultural differences do not provide potential for conflicts

16. The _____ views organizations as arenas of ongoing conflict or tension over the allocation of scarce resources
    A. political frame
    B. human resource frame
    C. structural frame
    D. symbolic frame

17. Which of the following is not acceptable in brainstorming?
    A. No criticism towards other people's ideas
    B. Freewheeling is encouraged
    C. Getting as many ideas as possible
    D. Being judgmental towards others

18. Whereas management focuses on short-term results, leadership means keeping an eye on all **except** _____.
    A. a compelling vision
    B. a shared purpose
    C. empowerment
    D. profitability

19. Trait research has identified all of the following categories as essential to leadership **except**_____.
    A. physical characteristics
    B. knowledge and abilities
    C. personality traits
    D. followers' ability

20 In today's multigenerational workplace, with people of widely different ages and readiness levels working side-by-side, many leaders find that they have to use _____.
    A. the telling style
    B. the selling style
    C. multiple styles
    D. the delegating style

Continued...

21. Getting others to shift their mental models is _____.
    A. more difficult than changing one's own mental model
    B. perceptual distortion
    C. impossible compared to changing one's own mental model
    D. only temporary

22. A person who passionately believes in a new idea and actively works to overcome obstacles and resistance is known as an _____.
    A. idea champion
    B. idea incubator
    C. innovator
    D. entrepreneur

23. Individualism means that _____.
    A. people accept inequality in power in institutions, organizations, and individuals
    B. members of a society feel uncomfortable with uncertainty and ambiguity
    C. a value for loosely knit social framework in which individuals take care of themselves
    D. values of relationships, cooperation, and group decision making

24. Haines Departmental Store stops selling data on its loyalty marketing programs to market researchers, who need consumer behavior information. Haines uses its position to demand more money. This situation describes the principle of _____.
    A. importance
    B. scarcity
    C. legitimate power
    D. vertical power

25. _____means that people follow the directions of the person with power, whether or not they agree with those directions.
    A. Compliance
    B. The human resource frame
    C. Resistance
    D. Scarcity

26. _____ is employee disclosure of illegal, immoral, or unethical practices in the organization.
    A. Whistleblowing
    B. Corruption
    C. Embezzlement
    D. Courage

27. Transactional leadership includes all the following **except** _____.
    A. an exchange process between leaders and followers
    B. a focus on the present
    C. the ability to lead changes in an organization's vision
    D. traditional management functions such as planning and budgeting

Continued...

28. A servant leader does all **except**_____.
    B. put service before self-interest
    C. withhold help and support
    D. being a good listener
    E. inspire trust by being trustworthy

29. Including customers, strategic partners, suppliers, and other outsiders directly in the innovation process is called _____.
    A. change
    B. open innovation
    C. brainstorming
    D. appreciative inquiry

30. Autocratic and democratic leadership styles and how they are correlated to leadership effectiveness are explained in _____.
    A. Trait Theories
    B. Influence Theories
    C. Great Man Theories
    D. Behavior Theories

SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION ONE

Discuss **four ways** that you can adopt to influence your leader at work. **[20 Marks]**

QUESTION TWO

a) Define emotional intelligence. **[2 Marks]**

b) Discuss the **four components** of emotional intelligence. **[18 Marks]**

QUESTION THREE

Explain the **five** Stages of Personal Diversity Awareness in an organization. **[20 Marks]**

End of Page